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MINUTES

OF THE

CIA CAREER SERVICE BOARD

17th Meeting, Thursday, 10 December 1953, at 4:00 P.M.  
DCI Conference Room, Administration Building

Present: Messrs. Lyman B. Kirkpatrick, Inspector General, Chairman  
Matthew Baird, Director of Training, Member

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"CD-A," for administrative personnel had been accomplished within the DD/P area. [REDACTED] explained that the system had worked especially well from the viewpoint of the DD/P and that everyone there was well satisfied with the mode of operation. Col. White reiterated the advantages of administrative personnel having a common working background and training and expressed his belief that the proposed system would improve the existing situation. [REDACTED] pointed out that the DD/P used many specialized personnel overseas in the communications, personnel, medical, finance and logistics fields, but that when these persons returned to Headquarters it was impossible to absorb them into the DD/P departmental staff. Such personnel had to return to the office having primary responsibility for these specialized missions. There was general discussion as to who would fall into the category of "administrative personnel," and Col. White pointed out that there had been no problem in identifying these people to the satisfaction of all concerned. There was also discussion as to what choice the individual concerned had in the assignment of career designations. Col. White stated that a person who evidenced a desire for a career designation which did not correspond to the type of administrative work that he was doing was, in fact, stating a long-range preference for something other than administrative work.

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[REDACTED] Acting Personnel Director, showed how the system operates, using as an example a recent vacancy in a personnel-type position located [REDACTED]. The Personnel Office had supplied DD/P at his request with four qualified persons with the Career Designation, "CD-PF," for the position and DD/P made the final choice. At the same time the Personnel Office was arranging and had accomplished placement of the returning employee who also carried the Career Designation, "CD-PF."

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The Board further discussed the memoranda from Col. White and heard the views of Mr. Carey and Mr. Guthe who had accompanied Mr. Sheldon. Several changes in wording were agreed upon. The discussion was terminated with the Chairman suggesting that he and Mr. Amory discuss the matter, after a copy of the transcript of the meeting had been made available to Mr. Amory, who was not present.

5. The Board reviewed a check-list of the current status of the Career Service Program and objectives which have yet to be reached. This was discussed briefly by the Chairman who suggested that the proposed policy statements be held for consideration at a later meeting.

6. The Board decided to suspend meetings until after the first of the year with a steering group meeting in the interim if necessary.

7. The meeting adjourned at 5:05 P.M.

Signed

[REDACTED]  
Executive Secretary

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MINUTES

OF THE

CIA CAREER SERVICE BOARD

18th Meeting, Monday, 21 December 1953, at 10:30 A.M.  
Room 120, Administration Building

Present: Messrs. Lyman B. Kirkpatrick, Inspector General, Chairman  
Robert Amory, Jr., DD/I, Member  
Matthew Baird, Director of Training, Member

25X1A9A [REDACTED] Chief of Operations, Alternate for  
DD/P, Member

25X1A9A Lawrence R. Houston, Acting DD/A, Member  
[REDACTED] SA/PP, Alternate for the Deputy  
Chief, PP, Member

25X1A9A George E. Meloon, Personnel Director, Alternate  
for the AD/Personnel, Member  
Huntington Sheldon, AD/CI, Member

25X1A9A [REDACTED] OO  
[REDACTED] I  
Otto E. Guthe, AD/RR

25X1A [REDACTED] O/TR  
[REDACTED] O/TR  
Executive Secretary

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1. It was announced that the minutes of the 17th meeting would be ready for approval by the Board at the next meeting.

2. Prior to consideration of selection of candidates for the Advanced Management Program, Graduate School of Business Administration, Harvard University, which was the principle item on the agenda, the Chairman requested Mr. Houston, who had been the nominee of CIA at a previous session of the Program at Harvard, to describe its purpose and the benefits that might accrue to CIA as a result of attendance by future candidates. In brief, Mr. Houston pointed out that this course was designed for executives and potential executives. It was not a business course. It was not designed to increase the specific skills of those who attended in the fields of personnel, finance, supply or other "administrative" disciplines. The course was designed primarily for those persons who had achieved success and prominence in their organizations through practical experience and who would benefit by having the opportunity to discuss the more intangible aspects of management and executive action. For example, the Heads of the Offices in the DD/P and DD/I areas might benefit more than those in the DD/A area who could be presumed to have had training in administrative techniques.

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The course is conducted without assignments and without examinations. The students are not graded. It is primarily a series of discussions and seminars with fellow students and with the advisors and faculty. It is not unusual for a question to be posed to which there is no answer. Participation in the course is not restrictive from a security point of view. In essence, the course is an exercise in the philosophy of executive action.

3. The Director of Training pointed out that there was no quota of slots. Acceptance of candidates was not guaranteed by Harvard and while in the past only one candidate had been accepted that should not be construed as binding on CIA or Harvard. Therefore, CIA does not necessarily have to limit itself to nominating one candidate only.

4. Mr. Guthe for ORR, [REDACTED] for OSI and [REDACTED] for OO, presented the candidates which their Offices were supporting and answered questions by the members of the Board concerning them. After their withdrawal, the Board discussed the cases further and agreed to recommend to the Director that he approve the nomination of [REDACTED] ORR, [REDACTED] OSI, in that sequence. The Director of Training was requested to make all necessary arrangements upon receipt of the Director's approval.

5. Under the heading of new business, the Chairman informed the Board that the Director wished its views as to whether promotions in the super-grade positions should be temporary or permanent. After considerable discussion of all aspects of the problem, the Board requested the Chairman to transmit its views to the Director that the nature of a super-grade position with respect to permanency should be no different than that of a position in grade GS-15 and below.

6. The meeting adjourned at 11:50 A.M.

[REDACTED]  
Executive Secretary

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ORIGINAL DOCUMENT MISSING PAGE(S):

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8 January 1954

MEMORANDUM FOR: Chairman, Panel on Career Service for Women

SUBJECT: Final Report of the Panel

1. The Panel's Report was reviewed by the CIA Career Service Board at its meeting on 23 November 1953. The Board decided to take no action on the Report until each member of the Board had reviewed it in detail and had had an opportunity to formulate his comments. At its meeting on 14 January the CIA Career Service Board again reviewed the Report giving consideration to the comments of the members. It is the desire of the CIA Career Service Board that your group be apprised of the Board's conclusions.

2. The Board commends the Panel for its careful, methodical and objective study. Letters of commendation are being sent to each member of the Panel and copies will be placed in their official personnel folder. [It was particularly gratifying to note that the Panel passed up the opportunity to take the easier course of starting with the assumption that women were the victims of an Agency pattern of discrimination.]

3. The Board believes that the status of women in the Agency does not call for urgent corrective action but, rather for considered and deliberate improvement primarily through the education of supervisors.

Document No. 030

Education of Supervisors.

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The following comments are directed to the specific recommendations contained in the Report.

a. The Agency regulations currently provide that, "The most competent persons shall be recruited, selected and promoted on the basis of merit for positions at all levels. There shall be no discrimination regarding personnel because of favoritism, marital status, sex, race, color, religion or external pressure." (see CIA Regulation [REDACTED]) Thus, a new policy statement is not necessary. However, the Board is recommending that the Director discuss this matter with all Assistant Directors and Office Heads at an early staff meeting.

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b. The Board is recommending that the Assistant Director for Personnel establish a procedure for reviewing recruitment requests which indicate a preference for male or for female personnel. The procedure will require supervisors who initiate recruitment requests that state preferences for either sex, to include with the request a justification for the preference indicated. The purpose is to remind supervisors of the Agency policy and to require them to analyze the reasons for the requirements rather than to discourage them from making indication of specific preferences or requirements where these are warranted.

c. The Board believes that individuals should be selected for positions on the basis of merit, ordinarily without regard

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to sex, but it must be recognized that sex may be a legitimate and necessary consideration. Women should be considered on the same basis as men for any and all vacancies, provided the particular situation does not require one sex or the other.

d. A full-time counsellor for the Interim Assignment Branch is not believed necessary. There are, in the Personnel Office, Placement Officers and Personnel Relations Officers, some of whom are women, who are available in the same building to consult with personnel assigned to the Interim Assignment Branch. These individuals are full-time specialists and are fully qualified to deal with any personnel utilization or relations problem that may arise.

e. The appointment of a specialist in each major component to deal with problems of clerical personnel would tend to interfere with regular supervision. Any special attention needed by clerical personnel can best be provided in the process of day-by-day supervision. If the supervisor encounters special problems among his clerical personnel, which he is unable to handle, he has direct access to specialists in the Personnel Office who will assist him with the solution of these problems.



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f. It is present Agency policy that each supervisor provide continuing orientation for all personnel under his supervision.

g. The Agency's career service policies and procedures apply to all staff employees, including clerical personnel. Nothing should be said or written which would suggest otherwise. Office Career Service Boards should devote attention to career planning for clerical personnel as they would for professional personnel. Designating a particular Board member to give special attention to career planning for clerical personnel might be helpful, but it is believed that this is a matter for the Office concerned and not a subject for uniform Agency procedure.

h. The Board agrees that a serious need for supervisory training exists within the Agency. To this end, increasing emphasis is being placed upon training for supervisors at all levels in the organization. The policy statement of the Deputy Director on this subject, dated 4 January 1954, is attached for your information.

4. The Board recognizes the merit of the suggestions in paragraph III B and C of the Report. Since the suggestions apply equally to men and women, the Board will encourage the appropriate Agency components

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to give their active consideration in developing programs for the improvement of personnel management throughout the Agency. To insure that these problems will receive continuing attention and review, the Board is recommending that the Assistant Director for Personnel provide the Board with information on the statistical trends concerning the status of women at the time semi-annual personnel statistical reviews are compiled and evaluated.

LYMAN B. KIRKPATRICK  
Chairman  
CIA Career Service Board

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4 January 1954

MEMORANDUM FOR: DEPUTY DIRECTOR/PLANS  
DEPUTY DIRECTOR/INTELLIGENCE  
DEPUTY DIRECTOR/ADMINISTRATION  
ASSISTANT DIRECTOR/COMMUNICATION  
DIRECTOR OF TRAINING

SUBJECT: Human Resources Program

1. I have expressed to you personally my active interest in a concerted effort to improve the quality of supervision throughout the Agency.

2. During the period, 1 - 8 December, a representative group of senior officials of the Agency--including the Acting DD/A, the Chief of Operations and the Staff Chiefs in DD/P, the I.G., four Assistant Directors, other senior staff personnel and myself--participated in the 48-hour initial phase of the Human Resources Program.

3. This Program has my strong endorsement. It is a valuable contribution to the general Agency-wide endeavor to improve supervision. I believe that it is extremely important at this time that all senior officials participate in the Human Resources Program to insure a community of understanding regarding management objectives and to facilitate united action to improve management.

4. Arrangements for the participation of senior officials in the Human Resources Program should be appropriate to the specific requirements of major organizational components. In some instances, senior officials find the program more functional to their needs when it is conducted within a general component; in other cases, senior officials will get more out of the program by participating in meetings which include top management personnel from other segments of the Agency. I know that it is planned in DD/P to conduct meetings for the Area Division Chiefs and their Deputies within DD/P.

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5. For those who can profit most by participating in a Human Resources course organized for top management personnel from across the whole Agency, the Director of Training is scheduling one presentation of the  $4\frac{1}{2}$ -hour initial phase of the Program each month until all senior officials will have had an opportunity to attend such meetings. The course will be conducted by [REDACTED] Chief of the Management Training Division, OTR. It is assumed that senior officials who do not attend meetings organized on an Agency-wide basis will wish to participate in the Human Resources program as it is scheduled within their respective organizational components.

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6. It is planned eventually to include in the Human Resources Program everyone in the Agency who supervises anyone else.

7. A course announcement of the January Human Resources Program for senior officials from across the Agency will reach you within a few days. Request that arrangements be made through the appropriate Training Liaison Officers for whatever further information may be required and for opportunities for your senior personnel to attend a  $4\frac{1}{2}$ -hour Human Resources course as soon as possible.

SIGNED

C. P. CABELL  
Lieutenant General, USAF  
Deputy Director

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8 January 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT : Recommendations on Evaluation Reports

REFERENCE : Memo from Chairman, CIA Career Service Board to  
[REDACTED]  
dated 9 December 1953, subject as above.

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1. The Task Force established by reference has met and considered the problems involved in the use of evaluation reports, including both the new Career Selection Report (CSR) proposed by the Professional Selection Panel in its recommendations on selection procedures as well as the Personnel Evaluation Report (PER) now in use in the Agency.

2. The Task Force recommends that this new form, the Career Selection Report, copy of which is attached as Tab A, be used during the first three years of a person's employment by CIA. The Personnel Evaluation Report would not be used during this period but would be put into use only after an individual has become a member of the CIA Career Service. Since the Personnel Evaluation Report is designed primarily to assist in supervisor-employee work relationships and in career development and planning, it appears appropriate to apply it only to employees who have successfully passed through the 3-year provisional period and have become members of the Career Service.

3. The Career Selection Report, on the other hand, is designed to assist the Career Service Boards, Office Heads, and the CIA Selection Board in their task of selecting employees for membership in the Career Service and of eliminating those found to be unsuitable.

4. The Career Selection Report is to be used in the following manner: At the end of the first nine months of an individual's employment his immediate supervisor makes out the report in one copy only. He does not show it to or discuss it with the employee, although in the normal course of proper supervision it is expected that much of what is reflected in the report will have been conveyed to the employee in his day to day contacts with his supervisor. The report is sent directly by the supervisor, after authentication by his supervisor next in line, to the Office, Career Service Board having jurisdiction over the employee. It is used by that Board in making its initial recommendation to the Office Head as to whether

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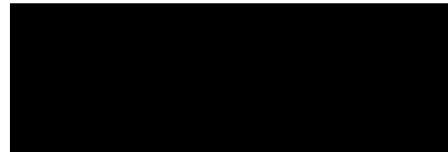
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the employee should be retained or terminated prior to the end of his one year trial service period. The report is forwarded by the Office Head, together with his recommendation, to the Executive Director of the CIA Selection Board and is thenceforth retained in the files of the Selection Board.

5. Similar reports are to be made in the same manner at the end of the 21st and 33d month of an individual's employment. These will be forwarded directly to the Executive Director of the CIA Selection Board. All three reports on a given employee will be made available by the Selection Board to (a) The Office Career Service Board and the Office Head when they consider the employee for membership in the CIA Career Service, (b) The Panel of Examiners which reviews the recommendations of the Office Head, and (c) The CIA Selection Board and the DDCI as necessary. All the reports will then be retained as part of the files of the CIA Selection Board, which shall control access to them on the strictest need to know basis.

6. There is also attached, as Tab B, the basic paper "Selection of Permanent Career Staff" edited to reflect the changes directed by the CIA Career Service Board at its 15th meeting on 19 November 1953.



Chairman

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8 January 1954

### SELECTION OF PERMANENT CAREER STAFF

#### 1. GENERAL

Career Employees, as defined in CIA Regulation No. [REDACTED] shall be selected for the Career Staff through:

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- a. Initial identification, recruitment and selection of individuals on the basis of apparent capability and suitability for provisional appointment to the Career Staff.
- b. Planned instruction and development during which the employee has an opportunity to demonstrate his capability and suitability for retention in Agency employment and eventual permanent appointment to the Career Staff.
- c. Review prior to the end of a one-year trial-service period to determine the desirability of the individual's continued employment with the Central Intelligence Agency.
- d. Review at the end of a three-year provisional period to select individuals for permanent appointment to the Career Staff on the basis of demonstrated capability and suitability.

#### 2. SELECTION BOARD

A Selection Board shall be established which shall consist of eight voting members and five alternate members. The Director of Central Intelligence

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shall appoint two voting members and one alternate member from the organizations of the Deputy Director (Intelligence), the Deputy Director (Plans), and the Deputy Director (Administration) and, from the organizations of the Assistant Director (Communications, the Director of Training and the Assistant Director for Personnel, one voting member and one alternate member. The Selection Board shall be responsible to the CIA Career Service Board and shall perform such functions as are hereinafter prescribed. The Chairman of the Selection Board shall be appointed by the Director of Central Intelligence. The Selection Board will be provided with a Secretariat headed by a full-time Executive Director and staffed with such clerical and administrative personnel as are required by the Board to perform its functions.

3. PANEL OF EXAMINERS

- a. A Panel of Examiners shall be established by the Director of Central Intelligence on the recommendations of the Selection Board and shall be composed of experienced members of the Career Staff (GS-14 and above).
- b. Numerical representation of each Career Component on the Panel of Examiners shall be based on the personnel strength of that component as of the beginning of each fiscal year and shall not exceed one-half of one percent of such strength or one member, whichever is the larger number. (NOTE: This formula, if applied at the present time, would result in the appointment of 63 members to the Panel of Examiners).



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- c. Unless renewed by reappointment, membership on the Panel of Examiners shall terminate at the end of each fiscal year.
- d. Members of the Panel of Examiners shall be chosen from lists of nominees recommended by the Office Career Service Boards. The number of such nominees shall be twice the number which will be selected, in accordance with 3b, above.
- e. Examining Panels referred to below shall consist of three voting Examiners who shall represent Offices other than the one having career jurisdiction over the individual and, in addition, a non-voting member from the Selection Board's Secretariat who will act as Chairman of the Panel. The membership of the Examining Panels will be selected by the Executive Director of the Secretariat from the Panel of Examiners in a manner which will assure appropriate representation of the several Agency components.

4. EVALUATION OF TRIAL-SERVICE EMPLOYEES

Three months prior to the completion of his first calendar year of Agency employment, each employee shall be evaluated as follows in terms of the desirability of his continued employment:

- a. The Career Selection Report shall be completed by the individual's immediate supervisor who shall recommend either that the employee be retained in Agency employment for eventual consideration for membership in the permanent Career Staff or that he be separated from CIA

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- employment prior to the completion of his one-year trial-service period. The supervisor will prepare only an original copy of the Career Selection Report. The supervisor next in line shall authenticate the Career Selection Report and the recommendation made by the immediate supervisor.
- b. The Career Selection Report shall be forwarded directly to the Office Career Service Board having jurisdiction over the individual's career planning.
  - c. The Office Career Service Board shall review the supervisor's recommendation in the light of all available information concerning the employee and recommend to the Head of the Office concerned either that (a) the employee be retained in Agency employment for eventual consideration for membership in the permanent Career Staff or (b) that he be separated from CIA employment prior to the completion of his one-year trial-service period.
  - d. Recommendations of the Office Career Service Boards shall be forwarded through the Head of the Office concerned to the Executive Director of the Board's Secretariat where they shall be carefully screened for objectivity. All cases in which separation of the individual is recommended and such other cases as warrant further review shall be referred by the Executive Director for further review to an Examining Panel drawn from the Panel of Examiners. In all cases, appropriate notification shall be made to the Processing and Records Division, Personnel Office, through the Placement and Utilization Division, Personnel Office.

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Appropriate record shall be made in the individual's Official Personnel Folder and the individual shall be officially notified of the Board's decision.

- e. Recommendations of Office Career Service Boards referred to an Examining Panel by the Executive Director shall be reviewed in the light of all pertinent information concerning the employee. Such information shall be furnished, as appropriate, by the Personnel Office, Security Office, Medical Office and Office of Training, as well as by the components having administrative and career jurisdiction over the individual. The Examining Panel shall interview the employee and, when appropriate, his supervisor. On the basis of this review, the Examining Panel shall recommend to the Selection Board either that (a) the employee be retained in Agency employment for eventual consideration for permanent membership in the Career Staff or (b) that the employee be separated from Agency employment prior to the expiration of his one-year trial-service period.
- f. When the recommendation of the Examining Panel is in disagreement with that of the Office Career Service Board, this fact shall be reported to the Head of the Office concerned who shall either (a) accept the Panel's recommendation, or (b) refer the case, within ten working days of receipt of notification of disagreement, to the Selection Board, whose decision in the case shall be subject only to the review of the Deputy Director of Central Intelligence. If such review is desired, a request therefor must be submitted within ten days of the Selection Board's decision, by the Deputy Director (Intelligence), Deputy

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Director (Plans), Deputy Director (Administration), Assistant Director (Communications), Director of Training, or Assistant Director for Personnel, as appropriate.

- g. Upon final approval of a recommendation to separate an employee from Agency employment prior to expiration of the one-year trial-service period, an appropriate Request for Personnel Action (SF-52) shall be prepared by the Executive Director of the Board's Secretariat and transmitted to the Personnel Office for processing.

5. DURATION OF PROVISIONAL PERIOD

- a. The provisional period, during which the employee has an opportunity to demonstrate his capability and suitability for permanent appointment to the Career Staff, shall commence as of the date of entrance on duty with the Agency and shall continue for a period of three calendar years.
- b. The three-year provisional period prescribed as a prerequisite to consideration for permanent appointment to the Career Staff shall in no way affect the rights and privileges of Agency employees under the provisions of the Veterans Preference Act of 1944, as amended.

6. APPLICATION FOR PERMANENT APPOINTMENT TO THE CAREER STAFF

- a. Upon completion of the three-year provisional period, each employee shall have an opportunity to apply for permanent appointment to the Career Staff. Except as otherwise provided in 6c below, such application shall result in the initiation of formal selection procedures as hereinafter prescribed.

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- b. Failure to apply for permanent appointment to the Career Staff at the end of the provisional period shall not act as a bar to such application at a later date.
- c. Procedures hereinafter prescribed shall not apply to personnel on duty with the Central Intelligence Agency as of the effective date of this procedure provided they are not on probation at that time. The permanent appointment of such personnel to the Career Staff shall be automatically approved by the Selection Board upon completion of the three-year provisional period and application for such appointment.

7. DETERMINATION OF SUITABILITY FOR PERMANENT APPOINTMENT

Determination of suitability for permanent appointment to the Career Staff shall be made as follows:

- a. Appropriate criteria of suitability shall be formulated by the Selection Board and approved by the CIA Career Service Board and shall be applied with respect to all eligible employees.
- b. Determinations of suitability for staff employees in grades GS-6 and below shall be made in such a manner as shall be recommended by the Office Career Service Board having jurisdiction over the employee. The method used in making such determinations shall be submitted through the Office Head to the Selection Board for approval prior to implementation. The Selection Board shall review all permanent appointments to grades GS-6 and below to the Career Staff and all such appointments will require the concurrence of the Selection Board.

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c. Determinations of suitability for staff employees in grades GS-7 and above shall be made as follows, prior to the expiration of the employee's provisional period:

- (1) Upon receipt of an application from the employee for permanent appointment to the Career Staff, the employee's supervisor shall prepare and submit to the Office Career Service Board having jurisdiction over the individual's career planning a Career Selection Report authenticated by the supervisor next in line.
- (2) The Office Career Service Board shall review the supervisor's recommendation in the light of all available information concerning the employee and recommend to the Office Head either that (a) the employee be appointed to the Career Staff on a permanent basis, or (b) that his permanent appointment be disapproved. The Office Head will forward the recommendation with his comment to the Selection Board.
- (3) All recommendations of the Office Career Service Boards shall be referred by the Executive Director of the Board's Secretariat to an Examining Panel for review. The Examining Panel shall consider all pertinent information concerning the employee. Such information shall be furnished, as appropriate, by the Personnel Office, Security Office, Medical Office and Office of Training, as well as by the components having administrative and career jurisdiction over the individual. The Examining Panel shall interview the employee and, when appropriate, his supervisor.

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- (4) If the employee is overseas at the time he becomes eligible for membership in the Career Service, the interview by the Examining Panel and the consequent decision on his suitability for membership in the Career Service will be deferred until he is physically available in Headquarters.
- (5) The Examining Panel shall recommend to the Selection Board either that (a) the employee be appointed to the Career Staff on a permanent basis, or (b) that his permanent appointment to the Career Staff be disapproved.
- (6) When the recommendation of the Examining Panel is in disagreement with that of the Head of the Office concerned, this fact shall be reported to him. He may either (a) accept the Panel's recommendation, or (b) refer the case, within ten working days of receipt of notification of disagreement, to the Selection Board, whose decision in the case shall be subject only to the review of the Deputy Director of Central Intelligence. If such review is desired, a request therefor must be submitted within ten days of the Selection Board's decision, by the Deputy Director (Intelligence), Deputy Director (Plans), Deputy Director (Administration), Assistant Director (Communications), Director of Training, or Assistant Director for Personnel, as appropriate.
- (7) An individual will be officially notified of his membership in the Career Staff and record made in his Official Personnel Folder.

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- (8) Removal from the Career Staff will follow essentially the same principles as admission to the Career Staff. Removal will take place only after formal action by the Selection Board.

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~~Security Information~~

8 December 1953

PROPOSED POLICY ON EVALUATION ~~CONFIDENTIAL~~

The Agency conducts a thorough evaluation of each individual prior to his acceptance as a member of the CIA Career Service and continuously evaluates each Career Employee as a basis for planning his use and development in accordance with Agency requirements. In addition to appraisals of performance and development, the evaluation of an individual prior to his entry into the Career Service includes assessment and testing for the purpose of determining his capabilities and aptitudes for various kinds of duty, his emotional response to varied situations and his suitability for a long-range career in the Agency. Such assessment and testing is conducted according to Agency standards and techniques as approved by the CIA Career Service Board. The Agency's continuing evaluation of a Career Employee includes periodic appraisals of his progress and potential for further development as well as necessary appraisals of his performance in his current assignment.

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8 December 1953

# PROPOSED POLICY ON PROMOTION

1. A single Agency-wide policy will govern all promotions.

This policy and the major aspects of its implementation is as follows: Promotions are based solely on merit, - on demonstrated ability to perform a higher job over a reasonable period of time. All promotions are competitive. Promotion boards for the five major components will meet twice annually. At these times those persons eligible and nominated by their supervisors would be considered by the Boards on a comparative basis for the promotions available. Promotions would not be considered between Board meetings except by direction of the Director. Final promotion authority will reside with the Director for promotions to grade 16 through 18, with the three Deputy Directors, the Assistant Director for Communications and the Director of Training for promotions to grade 15, and with the Assistant Directors and Senior Staff Chiefs for promotions to grades 2 through 14.

2. Quotas for promotions will be allotted annually to the appropriate approving authorities by the Personnel Director as approved by the Director.

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DRAFT

2 December 1953

TO: Chairman, CIA Career Service Board  
FROM: Chairman, CIA Honor Awards Board  
SUBJECT: Staff Study "Classification of National Security Medal"

1. Problem

To determine if CIA's responsibility for administering awards of the National Security Medal should be unclassified or should bear a classification of "Confidential" or higher.

2. Facts Bearing on the Problem

a. On 19 January 1953 President Truman in a letter to the Honorable Walter B. Smith, DCI, classified "Restricted - Security Information" (Attachment A) authorized him to make awards of the National Security Medal.

b. Executive Order 10501 "Safeguarding Official Information in the Interest of the United States", abolishes the security classification of "Restricted".

c. CIA Notice No. [REDACTED] of 27 November 1953 "Classification of Documents", makes it necessary to review material presently classified "Restricted - Security Information" for the purpose of downgrading or upgrading when such material is to be transmitted outside the Agency.

d. Prior to the effective date of the Executive Order, other Government departments have asked for information concerning the National Security Medal and it is expected that [REDACTED] requests will be received.

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### 3. Discussion

The President's letter of 19 January 1953 appears to impose the classification "Restricted - Security Information" on correspondence pertinent to CIA's responsibility for the National Security Medal. This responsibility, however, has become rather widely known to other elements of government through normal inquiry and the transmittal of recommendations for the National Security Medal. The fact of CIA's interest in and responsibility for the National Security Medal can be compared to the interest of the Departments of Defense, State, Army, Navy and Air Force in the Medal of Freedom, which is not classified. The National Security Medal, the senior award for distinguished achievement or outstanding contribution in the field of intelligence relating to national security is logically administered by the nation's top-ranking intelligence officer, who occupies the same position in respect to the National Security Medal as do the Secretaries of Defense, State, Army, Navy and Air Force in respect to the Medal of Freedom.

### 4. Conclusions

a. Declassification of the Director's authority to award the National Security Medal would be consistent with unclassified delegations of authority to award National Decorations granted other government officials.

b. Such action would have no effect on the classification of recommendations, supporting data, or citations, for the award of the National Security Medal, as these will continue to bear the classification required by the content of the material.

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5. Action Recommended

a. The CIA Classification Control Officer ask the White House Classification Control Officer to review the correspondence conveying authority to the Director to make awards of the National Security Medal for the purpose of downgrading it.

b. Future correspondence relating to the Director's authority for the National Security Medal be unclassified.

/s/

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